

Oak Lawn Park District Departmental Goals 2024/2025



Director Approved: 

Date August 21, 2024

Oak Lawn Park District Staff Goals and Objectives

Fiscal Year 2024-2025

Ben Stacy, Recreation Supervisor

Professional Progression

- a. Acquire CPRP by April 2025
- b. Attend 50% of SSPRPA Meeting

Grow & Improve the Freestyle Program

- a. Implement a digital punch system for freestyle.
- b. Gain 10 enrollments in the Summer Bundle
- c. Average eight passes sold for Monthly passes.
- d. Host 40 performances in the winter exhibition
- e. Host 28 performances in the summer exhibition

Increase enrollment for swim lessons and water aerobics during the summer season and swim lessons during the indoor seasons.

- a. Average eight participants across all 107 summer Swim Lesson classes offered (856 total participants)
- b. Average 12 participants across all 9 summer Water Aerobics classes offered (108 total participants)
- c. Average eight participants across all 48 indoor Swim Lesson classes (384 total participants)

Update lesson structure to a time base registration and add more lesson time slots.

- a. Offer all Friday and Sunday session for the Indoor seasons.
- b. Hire 12 total swim instructor/lifeguards for the indoor season

Improve enrollment in Ice Skating Lessons, Specialty Classes, and Adult Hockey League

- a. Average four participants across 18 summer Skating Lesson classes (72 total participants)
- b. Gather 10 enrollments for Summer Super Bundle (All monthlies and specialty classes from June-August)
- c. Gather 25 performances in the Summer Exhibition
- d. Average four participants across 38 Fall #1 Skating Lesson classes (152 total participants)
- e. Average five participants across 38 Fall #2 Skating Lesson classes (190 total participants)
- f. Gather a combined 10 participants in all Fall session of Specialty classes.
- g. Average six participants across all 38 Skating Lesson classes (228 total participants)
- h. Gather a combined 10 participants in all Winter Specialty classes.
- i. Average four participants across all 38 Skating Lesson classes (152 total participants)
- j. Gather 40 performances in the Winter Exhibition

Host a number of special skating family-oriented events.

- a. Schedule and run the Skate with Santa event and add 10% participation.
- b. Schedule and run the Balloon Drop NYE event and add 10% participation.
- c. Host at least one new special event during the year.

- d. Host 2-3 themed Sunday skates during the year

Bradley Burke, Athletic Supervisor

Maintain or increase concession stand revenue from the 2023 season for the 2024 season.

- a. Compare prices at multiple stores, and online, to ensure that items are bought at the best available price.
- b. Work with beer distributor and offer new selections of alcohol during the season.
- c. Increase prices relative to purchase price for the current season.
- d. Train and hire enough concessions staff, so we can be properly staffed throughout all tournaments held at Centennial Ballfield.
- e. Work with an outside vendor to supplement concession stand during weekend tournaments.
- f. Talk with tournament directors to bring in more tournaments to Centennial Park.

Continue to improve Youth Soccer Leagues.

- a. Work with Marketing Department to promote leagues via email blasts/social media/flyers/posters/brochure in a timely manner.
- b. Recruit volunteer coaches who show initiative and a good attitude towards coaching.
- c. Ensure that all coaches that register for the NAYS online coaching training complete training by the first weekend of games. Also making sure that at least one volunteer coach is currently registered or has completed training in the past.
- d. Create new positions within South Suburban Soccer Association (Fall Soccer) to assist the league director in creating rules/schedules/and handling of issues in each division.

Implement new youth athletic programming.

- a. Work with Sports Kids Inc to add new tot/youth classes.
- b. Determine if a change in class schedule needs to be changed (EX. Less classes, more days offered for popular classes)
- c. Work with Inter FC on offering additional clinics throughout the year.
- d. Contact local clubs to see what different camp/clinic offerings might be possible. Timeline: Fiscal Year 2024-2025

Continue Professional Development

- a. Attend SSPRA General Meetings, Athletic Committee Meetings, and Socials.
- b. Attend IPRA Conference
- c. Become more active within the Park District.
- d. Obtain CEUs for CPRP certification.

Bryce Nolan, Recreation Supervisor

Obtain professional certifications in Parks and Recreation.

- a. Become CPRP Certified

Maintain Day Camp's successful reputation as participation increases and more facilities are being used.

- a. Ensure staff are trained properly to handle all situations.
- b. Effectively communicate with parents regarding Day Camp.
- c. Create a working relationship with camp counselors and site directors to ensure operations run smoothly throughout Day Camp.
- d. Work with District 218 to ensure operations are running smoothly at the new location.

To continue to offer a range of tot recreation programs that fit the community's needs.

- a. Look at current programs and see what programs have higher enrollment numbers.
- b. Talk with instructors about potentially adding new classes.
- c. Work with the marketing team to promote any new classes that are added.

To continue professional development involvement.

- a. Continue professional involvement through membership with IPRA and SSPRPA.
- b. Continue to be involved on committees (Day Camp Workshop, Early Childhood meetings).

Continue to expand existing special events and initiate new events.

- a. Evaluate current special events for potential to grow.
- b. Look at feedback from events in order to improve events.
- c. Talk with staff to brainstorm new special event ideas.

Continue to promote the preschool program to new families to increase enrollment numbers.

- a. Work with the marketing team to create flyers and have them displayed throughout different facilities.
- b. Ensure preschool registration is being promoted on social media.
- c. Send an email to families that are enrolled in tot programs regarding registration.
- d. Work with preschool teachers on promotional ideas for the upcoming school year.

Carly Mannix, Recreation Supervisor

Clean out and declutter file cabinets in the office and outside of office.

- a. Decide what we need to keep and what can go.
- b. Create a new space for info binders to be available for staff.

Run all staff meetings more like Congress sessions.

- a. Have planned out sessions/subjects for staff to go to. Each floor manager /sup would have a sub.
- b. Break this up by programming such as, ninja, pre-gym, rec, developmental and even an admin.

Work in collaboration with Jori to Create a "lesson of the week " for rec classes/ developmental.

- a. Choose skill or teaching technique each week.
- b. Record how to teach and spot the skill.
- c. Post on social media and send text to staff for them to try the lesson out.
- d. Incorporate this skill into the lesson plans weekly.

Schedule a floor manager or supervisor a day with no classes to help gym management.

- a. Scheduled Kathy for Sunday and myself on Tuesdays as a trial run for spring session
- b. If this works for spring, find way to schedule managers or sup for following sessions.
- c. This will help the overall management of the floor and hopefully help things run smoother.

Continue Education

- a. Attending congress and bringing back good ideas for staff.
- b. Continue to watch informative webinars and use that info for staff.
- c. Attend Xcel coaches Clinic.

Find a way to schedule and run orientation easier.

- a. Try out and see if a zoom orientation works.
- b. Schedule orientation sooner within the 12-week training period
- c. Stay on top of new staff and their online trainings. Everything is done by the time they start on their own.

Cathleen Coyle, Pavilion General Manager

Integrate Hydro Apps at the Pavilion to improve safety, maintenance and record keeping practices.

- a. Work with HydroApps to set up safety inspection sheets, preventative maintenance tracking and asset management. By May 2024
- b. Purchase iPad for full time staff and building supervisors to use for facility inspections. By May 2024
- c. Train staff in utilization of software. By June 2024
- d. Use HydroApps free demo to test feasibility of using software to track independent contractor agreements and certificates of insurance. By December 2024

Professional Development

- a. Continued involvement in SSSRPA committees. By April 2025
- b. Continued involvement as Regent in IPRA Facility Management Committee. By April 2025
- c. Attend IAPD Legislative Conference. By May 2024
- d. Attending IPRA Conference. By January 2025
- e. Maintain CPRP. By April 2025

Work with full time staff to bring new programs to the Pavilion.

- a. Work with Don on programming the grass volleyball courts by exploring options for leagues and tournaments. By August 2025
- b. Work with interested contractors on bringing in new programming (currently infant massage, fitness programming and lacrosse). By April 2025
- c. Work with Brad on offering youth pickleball options. BY April 2025

Work with Pavilion staff on integrating epact seamlessly into programming.

- a. Assist Shannon in perfecting Sports Camp epact to offer the best possible experience to first-time users. By April 2024
- b. Assist Ryan in building and rolling out epact for FLASH. By July 2024
- c. Become proficient in epact in order to train part time staff on usage and assist parents. By June 2024

Cheryl Daly, Business Office Manager

Bamboo

- a. Continue to grow and learn the programming of new hire paperwork.
- b. Keep learning the setting for supervisors.
- c. Continue to learn the new hire paperwork process and troubleshoot issues.

Accounts Payable

- a. Continue to learn the Daily changes and updates of Accounts Payable.
- b. Continue to go paperless with 1099 Independent Contractor Agreements.
- c. Continue to work with paperless options for Accounts Payable.

Payroll Process

- a. Continue to train with Lori to learn payroll process.
- b. Write notes for payroll process.
- c. Continue to learn Access1 for employee information.

Chris Dunne, Stony Creek Manager

Enhance Customer Experience & Engagement

- d. New Range Equipment
- e. Fix mini golf waterfall.
- f. Create special events to welcome more people to Stony Creek
- g. Run golf leagues and outings.

Improve Practice & Play Membership Count

- a. 60 Memberships by 5/31/24
- b. 75 Memberships by 8/31/24
- c. 90 Memberships by 12/31/24
- d. 100 Memberships by 4/30/25

Enhance Training and Development for Staff

- a. Plan regular trainings for staff.
- b. Send out regular updates to Staff about changes around the facility.
- c. Keep staff updated on yearly trainings in Bamboo.

Daniel Linde, Racquet Club Manager

Participate in more Facility Management education.

- a. Take over completion of facility safety checklist.
- b. Educate myself through learning equipment that is a part of the building as well as attending webinar.
- c. Implement a new strategy, idea, or equipment that will help the facility operate at a higher capacity.

Create a new Front Desk “new hire” training packet.

- a. Review old new hire packet.
- b. Use updated manuals to rework training.
- c. Develop the packet to cover everything in an organized matter.
- d. Go through finalized packet with older employees before using it to train new employees.

Create new facility cleaning/maintenance schedules.

- a. Collaborate with maintenance staff on facility repairs, cleaning, and maintenance.
- b. Structure new daily checklists, new monthly lists, and a yearly list.
- c. Build a calendar for maintenance to follow and address facility needs.

Implement new technology to the Racquet Center that will help tasks, scheduling, or communication.

- a. Research top apps and software’s being used in recreation, business, etc.
- b. Create a needs assessment for why new technology should be implemented.
- c. Roll out new technology and keep report on how it is helping.

Generate new in-facility signage.

- a. Create new ideas to modernize current facility signage.

- b. Develop mock designs of what signage should look like and communicate.
- c. Work with park district marketing to implement signage patrons cannot ignore.

Restructure baseball and softball camps to make it an accommodating camp for all skill levels.

Create goals for the camp to accomplish for age groups/developmental levels.

- a. Use existing itineraries to rework a class program that allows flexibility so all participants can.
- b. learn and develop skills to match their ability levels.
- c. Rehearse the new class programs with instructors to build comfortability and knowledge of how to
- d. adjust and cater drills to match the skill level of each participant.

David Buffington, Recreation Supervisor

Learn the ins and outs of the hiring process and become instrumental therein.

- a. Sit in on interviews for observation purposes.
- b. Review and develop a thorough understanding of the orientation manual.
- c. Actively take part in the hiring/orientation process alongside the hiring supervisor

Implement newly developed Leaders In Training program.

- a. Finalize lesson plans for classroom education.
- b. Work with the General Manager on distribution of information, construction of presentation for parents.
- c. Design and order t-shirts for program participants.

Apply USA Gymnastics resources to the Pirouettes Gymnastics program.

- a. Attending all assigned USAG webinars.
- b. Collect and alter resources, tailoring them to the specific needs of the Pirouettes Gymnastics program.
- c. Collaborate with the General Manager and other supervisors on strategic implementation of these resources.

Update My Skill Chart video demonstrations for the boy's recreational program.

- a. Utilize current members of the boy's team to record new demonstration videos for newly added skills and redo existing videos.
- b. Upload the new videos to the Racquet Club's YouTube channel.
- c. Link videos to the correlating skills on MySkillChart and ensure that the names of the videos match the skills that they are linked to.

Develop a Pirouettes Gymnastics concussion policy in accordance with USAG requirements.

- a. Review the most recent update to the USAG concussion policy and documents.
- b. Draft a policy reflecting the best practices using the template provided by USAG.
- c. Submit the draft of the policy to the General Manager for approval.
- d. Distribute digital copies of the policy to all Pirouettes Gymnastics staff and post a hard copy near the gym's first aid kit.

Become certified as an Illinois State Judge

- a. Learn the symbols for each “A” value skill in the men’s Code of Points and become adept at writing them in sequence.
- b. Review course notes and study materials acquired from the 2022 Illinois Judges Course
- c. Utilize resources from the National Gymnastics Judges Association for practical application purposes.
- d. Attend the Illinois Judges Course in October and take the certification exam.

David Madsen, Technology Staff

Assist Jon in whatever he needs in fulfilling I.T.’s mission on an ongoing basis.

Provide timely response to staff IT requests and issues.

Act to provide cheaper, faster, and better I.T. services for staff and patrons.

Dawn Farrell, Performing Arts Supervisor

Increase the quality/quantity of what students learn throughout the dance season.

More inclusion opportunities for minorities as well as for our patrons with special needs.

Debra Scholl, Aquatics, and Ice Arena Manager

Improve Aquatic Department Operations by September 2024

- a. Employ a total of 80-85 summer staff.
- b. Visit job fairs and local schools to recruit staff during Spring 2025
- c. Work with LGI to develop in-service training for Summer 2024
- d. Attend IPRA Guard Games with staff during Summer 2024

Learn how to do ice makes and drive Mammoth by April 2025

- a. Learn the proper techniques of how to drive the Mammoth.
- b. Schedule hours weekly to practice on Mammoth
- c. Learn the proper maintenance of Mammoth.

Plan and develop Special Events at Ice Arena by Fall 2024

- a. Work with Marketing Department to increase visibility of Ice Arena Special Events
- b. Create and develop new Friday night themes for Fall 2024 / Winter 2025
- c. Create and develop new Sunday family skate themes.

Redevelop Ice Arena front desk management by Winter 2024

- a. Work with Ice Arena Full Time staff to host all staff trainings for meeting in Fall 2024
- b. Hold an All-Ice Arena staff meeting twice a year to review best practices.
- c. Work with supervisor staff and train on RecTrac.
- d. Develop Dashboard screen for more usage for contract ice by Winter 2025

Increase pool memberships and poolside rentals for Summer 2024

- a. Obtain at least five poolside rentals per month (June, July, August)
- b. Increase lap membership by a total of 15.
- c. Increase individual pool memberships by a total of 10.
- d. Increase family pool memberships by a total of 10.

- e. Create and develop lap swim / open swim combo membership for Summer 2024
- f. Increase combo membership by a total of five.

Continue Education through Professional Development

- a. Maintain CPRP status through webinars and other CEU opportunities.
- b. Maintain AFO certification by attending at least 3 CEU opportunities.
- c. Become more involved in Aquatic Management groups with SSPRPA and IPRA
- d. Become more involved in Facility Management groups with SSPRPA and IPRA
- e. Obtain NRPA Aquatic Management Professional Certificate by Winter 2024

Deirdre White, Racquet Club and Gymnastics General Manager

Work with Marketing Department to further develop the customer experience on the Racquet Center Website pages for facility and program pages and Registration Software.

- a. Update pictures on VSI Registration for programs.
- b. Add calendars, special events, and league information to the website.
- c. Streamline Marketing for Open Gyms

Update Gym Ninja and JR Gym Ninja program, equipment, and curriculum.

- a. Existing equipment to be adjusted to make it available to younger classes.
- b. Purchase new obstacle to develop Gym Ninja and JR Gym Ninja program further.
- c. Develop Gym Ninja and JR Gym Ninja lessons plans.
- d. Train staff on Gym Ninja and JR Gym Ninja program updates

Resolve storage issues for tennis maintenance equipment and clean up exit area gymnastics to increase safety.

- a. work with maintenance to determine options.
- b. build out storage area including move electrical for charging equipment.
- c. Relocate gymnastics storage cubby to provide option for storage solutions.

Redesign Open Gym and Gymnastics Party schedules to work more efficiently.

- a. Create and implement open gym schedules to decrease staffing costs.
- b. Create and implement gymnastics party schedule.
- c. Update online programs for scheduling.

Continuing Education Opportunities for all Staff as related to their job responsibilities.

- a. Encourage gymnastics staff to participate in online training provided by USA Gymnastics bi-monthly.
- b. Attend National and State Conference
- c. FT Tennis and Facility Manager to attend state conference.
- d. Gymnastics staff to attend state or regional conference if available.
- e. Increase training opportunities for gymnastics and tennis staff.

Encourage parent to stay out of cubby areas to increase safety for participants.

- a. Create a 3-month fitness membership to encourage parents to work us instead of hanging out in the cubby area.

- b. Promote through email and Facebook the walking paths and parks they are close by
- c. Develop working stations for parent to use during children's classes.
- d. redesign of Pre-gym exit/entrance areas to help with traffic and ease concerns at dismissal.
- e. Redesign of Rec exit/entrance area to discourage parents sticking around during class time.
- f. Add questions to registration to make sure parents are educated.
- g. Add information to reg receipts and brochure description to educate parents are educating.
- h. add signage to area to stay away from tennis curtains.

Delaney Mossman, Human Resources and Risk Manager

Conduct STAY Interviews with FT Staff

- a. Ascertain the best possible time of year to conduct these by June 1st, 2024.
- b. Research to see if other districts have conducted these July 1st, 2024.
- c. Find a way to maintain absolute confidentiality with staff participating September 1st, 2024.
- d. Use results to work with each department on improving staff and workplace culture by end of fiscal year and moving forward.

Continue to offer and add healthy incentives for staff.

- a. Offer some kind of cardiac screening before April 1st, 2025.
- b. Offer skin cancer informational speakers for staff with risk exposure in summer 2024.
- c. Continue to offer the wellness screening and walking challenge through CHC Wellbeing in fall 2024.

Continue Professional Education

- a. Weigh the pros and cons between PHR and SHRM certifications this fiscal year.
- b. Begin studying for the exam Winter-Spring 2025.
- c. Attend OSHA 10 and other labor related trainings to grow knowledge in summer 2024.
- d. Attend IPRA/IAPD State Conference in January 2025.

Facilitate a smooth transition for my maternity leave.

- a. Train finance and payroll team to take over certain job duties in the interim by September 1st, 2024.
- b. Build in scheduled reminders for those staff within Outlook with instruction sheets by September 1st, 2024.
- c. Set up contact points and introduce all relevant staff to agency contacts before August 1st, 2024.

Continue to be a leader for staff with ePACT implementations.

- a. Continue as the liaison between our FT supervisory staff and ePACT implementation team throughout entire process.
- b. Continue to work and trouble shoot with day camp and sports camp teams to guide a successful first season with ePACT for families and staff.
- c. Work with FLASH team to build a successful ePACT rollout for families and staff by July 1st, 2024.
- d. Work with all programming teams to ensure that forms are alike and present equity and uniformity for families participating in multiple program areas that use ePACT by September 1st, 2024.

Erin Stapleton, Recreation Supervisor

Promote more tennis pop up drills.

- a. Make a calendar for all the holidays and days off school and make pop up drills for our JV/Varsity
- b. Promote pop up drills with flyers and online.
- c. Reach out to all the surrounding high school coaches to inform them about the drills.

Continue to improve my knowledge, education, and details to learn more about my new position as Athletic Supervisor

- a. Hold all staff meetings after every session.
- b. Continue to communicate frequently with staff.
- c. Communicate with the Head Pro frequently.

Stay organized with Baseball Reservations

- a. Using my whiteboards to show what team is utilizing our batting cages or tennis court.
- b. Keeping up to date with changing the white board when a team cancels wants to make a reservation.
- c. Communicate with coaches about paying their invoice.

Continue my professional involvement.

- a. Continue my professional involvement through membership with IPRA & SSPRA
- b. Continue to attend IPRA webinars and in person conferences.
- c. Continue to show up SSPRA meetings.

Gain knowledge about other programs being offered throughout the park district.

- a. Read over the program guide.
- b. Communicate with over supervisors about the programs they oversee.

Ewa Koziol, Recreation Supervisor

Increase number of volunteer connections.

- a. Email new surrounding schools' service coordinator by September 2024
- b. Create connections with sports clubs for athletic programs by November 2024

Develop effective and beneficial trainings for all Day Camp staff.

- a. Create a document that gives staff game and craft ideas by May 2024
- b. Develop a Site Director training to ensure readiness for camp by June 2024
- c. Develop a training for new staff to help them better understand expectations/duties by July 2024

Obtain CPRP certification.

- a. Study and complete all study materials by November 2024.
- b. Take all practice exams until each is a passing score by November 2024
- c. Schedule test by December 2024.

Work with Ryan to keep FLASH field trips within the 30% profit margin.

- a. Review profit margins with Ryan monthly.
- b. Ensure that there is a variety of field trips and in-house days to stay within in 30%.

Genae Grabowski, Mixed Media Designer

Summer's Last Blast 2024

- a. Setting a posting schedule to announce the event through teasers, movie mention, prizes, and giveaways.
- b. Implementing Duke through graphics, pictures, and one Duke features game.
- c. Using Migration as inspiration for our advertising and graphics for the event.
- d. Utilizing the Cricut with vinyl to elevate the posters to get more attention with pop-up features ag
- e. Animating the event on OLPD TVs/Facebook of the movie theme and event

A new conservation event featuring Monarch Festival

- a. Come up with a new name, logo, and branding for this conservation event.
- b. Design a mini marketing campaign to get attention to the event.
- c. Create a schedule of posting graphics/advertising.
- d. Implement Duke to make the announcement exciting.
- e. Including Monarch Festival on graphics

Duke Mallard and Seemore Comic Book

- a. Write a script based on our budget.
- b. Storyboard panels.
- c. Ink, Color, and Text the comic.
- d. Prepare the comic for printing.
- e. Have 1-2 digital comic strips monthly before printed book is released.

Conducting Facility Graphics Audit

- a. Taking inventory of advertising real estate from each facility
- b. Remove old graphics from the facilities and renovate any that need changing.
- c. Utilizing the best use of space
- d. D.U.C.K. being advertised all year round but changed quarterly for the season depending on facility.
- e. Creating boards/advertising all year round for specific facilities like theater

Implementing Targeted Marketing Biannually

- a. Complete the Aquatics Membership Marketing Campaign
- b. Use the results of the Aquatics Membership campaign to create another targeted campaign.
- c. Decide to target a facility, program, or event to focus on for our second major campaign.
- d. Create a campaign agenda with a graphics schedule.

Jacqueline Canty, Special Recreation Supervisor

Continue to improve part-time staff trainings & training opportunities.

- a. Increase the number of trainings provided to staff per year.
- b. Have subject-specific training topics available for all staff/volunteers.
- c. Have quarterly check-in with program staff to ensure they feel prepared for their jobs within the department.

Continue professional & administrative involvements.

- a. Renew my SSPRPA subscription & make 75% of the year's meetings.
- b. Attend workshops, trainings, and seminars through PDRMA and ITRS.

- c. Continue active involvement as a member of the ITRS Inclusion Committee

Continue growth in the Salute to Health Veteran's Program through enhanced promotion.

- a. Through input from evaluations & veteran's comments, continue to provide high-interest, low-cost monthly socials.
- b. Maintain professional relationships with other veteran service providers.
- c. Offer fitness challenges within the program for all veterans to participate in & increase their fitness.
- d. Advertise monthly socials for veterans & their families on social media.

Increase participation & program value in Special Recreation University

- a. Increase staff numbers to be able to accommodate more participants each day.
- b. Implement "trendy" activities to the weekly schedules.
- c. Continue a daily fitness activity to promote movement.
- d. Work cooperatively with other day programs to do shared activities.

Jason Poblocki, Stony Creek General Manager

Utilize Assistant Manager, Chris, to help me reach more people, return more calls and book more parties in 2024.

- a. We will be able to never miss a call for a rental between the two of us.
- b. When people walk in to view the room, we will be able to hard sell them because of the limited dates available to rent.
- c. Any unsold dates I can have Chris create a mailer to our database to advertise these unsold dates and book out more business than before.

Hire a Part-Time Party Planner/Golf Shop Clerk at Stony Creek

- a. Hire and train a pt person who can work in the golf shop to help cover shifts but will also be our point person to work the day of events.
- b. We will hire multiple employees to handle these tasks so as not to overload the hours on one individual.
- c. They will be an integral part of our Food & Beverage operation and aide in the set-up and execution of golf events.

Reduce expenses in the Golf, Maintenance and Food & Beverage operation.

- a. Create a staffing plan for each department and live by a monthly budget.
- b. Eliminate all over-time for all Maintenance Department workers by working closely with Tim on their schedules.
- c. Eliminate all overtime for all Food and Beverage Staff by creating a consistent schedule and distributing the workload across all employees.
- d. Eliminate the issue of staff behind the counter in the golf shop working too many hours by hiring more staff and properly training them.

Increase revenues by maximizing G1 Marketing Tools (New POS System from Golf Now)

- a. We are adding an extra Tee Time every hour and a half to maximize revenue off the new tee sheet.
- b. We now can target market people who have made specific purchases in our golf shop to show monthly shop specials to boost sales.
- c. Send out email confirmation through G1 for additional marketing opportunities.
- d. Recognize Stony Creek's slow tee time utilization and aggressive market those unused tee times for sale.

Jonathan Regan, IT Manager

Work on networking skills.

- a. Research to find training on networking.
- b. Take Training class to assist with areas of opportunity.
- c. Apply training to our current network.

Create Help Guides/Documents.

- a. List out most common software that the district uses.
- b. Find/create guides to help use software.
- c. Check quarterly to see if there is updated information to add to guides.

Being more available to staff

- a. Set a schedule to visit a facility for the day every other week.
- b. Let facility know schedule so if they have anything that they want me to look at or work on while I am there it can be accomplished.
- c. Have a better working relationship with Managers and Supervisors.

Jori Oczkowicz, Gymnastics Team Supervisor

Mentor Jenin Hasan to become more knowledgeable about level 5 and teaching proper progressions.

- a. Create a list of the most important skills level 5 gymnasts should master over the summer.
- b. Teach her what are the biggest deductions are on each event.
- c. Meet with her weekly to help transition her into our team program.
- d. Keep communication open and provide her with any support or help that is needed.

Reorganize speedy grid for quicker and easier use.

- a. Clean up and delete all old and nonexistent classes.
- b. Create one scheduled block for each day of the week, i.e., bronze, silver, gold.
- c. Schedule the time for all day so extra classes do not have to be added.

Create a new visual way to announce team state qualifiers for 2024-2025.

- a. Brainstorm ideas on how to announce girls that qualify for state meet.
- b. Post somewhere in the gym.
- c. Add state qualifiers after the meet they achieve necessary score.

Continue my education and professional development by attending all training related to my field.

- a. Attend National and or Regional Congress.
- b. Attending any safety PDRMA trainings.
- c. Register and attend any webinars through USAG.

Work in collaboration with Carly to create a "lesson of the week" to help train staff.

- a. Choose a skill or teaching technique each week.
- b. Record how to teach and spot the skill/technique.
- c. Post on social media platforms as well as text to all staff members.
- d. Encourage staff to use "lesson of the week" in all classes.

Justin Waters, Marketing Manager

Launch New Oak Lawn Park District Website

- a. Work with Weblinx, Inc to create and launch the new Oak Lawn Park District website.
- b. Work with the staff here to make sure their information is clear and correct.
- c. We have all the skills and tools we need to accomplish this project.
- d. Continue to update and adjust site as needed after launch.
- e. This is a major goal of the marketing department and will be utilized by the entire district and community.

Launch New Conservation Day Event in Place of Monarch Festival

- a. The goal is to launch a new event to replace Monarch Festival, which has seen a steady decline over the past few years.
- b. I'm confident I can accomplish this goal with the help of Tracey Gallik, Melissa Ferruzza, Shari Wolfe, and Genae Grabowski.
- c. This goal falls in line with the mission of our district, which includes preserving and protecting our open spaces.
- d. Evaluate how the event went after it's complete and adjust as needed for future events.
- e. Include what we did in this event in our NRPA Gold Medal Application.

Plan/Apply for NRPA Gold Medal Application

- a. The process includes reviewing previous applications and tackling the strong answers first.
- b. Investigate how we can launch new initiatives to help bolster weak answers.
- c. Meet with specific team members to learn what they have done that can be included in answers.
- d. The goal is to submit in the early part of 2025, prior to the deadline in March.

Send out one e-newsletter per month.

- a. The goal is to remain consistent in sending out our information and grow our audience list.
- b. Results will matter because we will have information sent out to more people, with the hopes of increasing registration numbers.
- c. The deadline for the goal is the end of the fiscal year but will be monitored monthly.
- d. Part of this goal will be to set a benchmark number for subscribers through the website and program guide pages to create future goals for growth.

Take CPRE Exam

- a. Research test and learn from previous test takers on how it went.
- b. I will be studying regularly on my own time to take the test in June of 2024.
- c. This is a personal goal of mine, but understand it's important for the District to promote career growth of its employees. I have the right skills and tools to accomplish this goal.

Increase website clicks by 10% and Social Media Engagement by 15%

- a. This is an important goal as it shows growth in multiple areas.
- b. The percentages are aggressive, but that's due to the part that we have seen steady growth in both of these areas in past years.
- c. We have seen a leveling out of website clicks, which is expected, but the goals are to challenge us to keep striving for large increases in traffic.
- d. We have all the tools needed and will evaluate the success of the goal at the end of the year.
- e. This will be a goal for our department every year.

Kieran Jackson, Facility Supervisor

Develop an Ice Arena Summer Shutdown Plan by Feb. 2025

- a. Prepare and Plan to take out the ice and repaint summer of 2025.
- b. Put together deadlines and checklists of jobs on and off the ice surface.

- c. Decide and discover additional repairs around the facility.
- d. Figure out necessary supplies based on facility needs.
- e. Schedule contractors

Skate Sharpening Revenue

- a. Bring skate sharpening services back to the ice arena.
- b. Bring in \$1000.00 in revenue.

Hockey Special Event

- a. Create Special Event Tournament for Hockey Groups with Recreation Supervisor
- b. Either a winter or spring special event/tournament for the ice arena

Meet with Staff Quarterly to Develop a well-Managed Team

- a. Ensure there is no ambiguity across the board.
- b. Start, Stop, Continue prompt.
- c. Offer additional training to ensure staff complete tasks correctly.

Continuing Education by May 2025

- a. Obtain CPRP
- b. Obtain Scissor Lift Certification
- c. Obtain BAR (Basic Arena Refrigeration)
- d. Obtain IMEO (Ice Maintenance and Equipment Operation)
- e. Obtain CIT (Certified Ice Technician)

Lori Grayson, Payroll Administrative Assistant

Learning more about Access1, BambooHR & Excel by Jan.2024

- a. Keep taking notes and calling Access1, BambooHR when working through a problem.
- b. Learning to use all these have to offer in doing my jobs.
- c. Exploring all these have to offer.

Learn Accounts Payable process.

- a. Learning the first steps on a small packet.
- b. Taking my own notes
- c. Learning something each week- how AP works.

Monthly Unemployment Reports and Quarterly Unemployment

- a. Learning how to report unemployment taxes.
- b. Sitting in with Delaney each month.
- c. Rewriting notes and screenshots so that I understand better.
- d. Doing the report and being confident in it.

Marilyn Sorensen, Preschool Gymnastics Supervisor

Improve the Evaluation Process for Pre Gym classes.

- a. Meet with Pre gym staff prior to evaluating and explaining process.
- b. Post a list of skills that are crucial to progression and what to look for when.
- c. Suggest what needs to be completely mastered and why it is important.
- d. Assist Staff with evaluations if they have questions or are unsure.
- e. Remind staff to check age of child and when to advance to Recreational Level
- f. Speak to parents when new registration starts for next session placement.

Improve and update Birthday Party Process

- a. Be more specific about the party structure and this is a KID'S party.
- b. Communicate when booking about younger kids and adult viewing.
- c. Inform hostess about the time frame for payment and returning party form.
- d. Improve and change my signatures which include brief reminders.
- e. Suggest feedback from host/hostess.

Improve ways for staff to remain engaged when coaching Pre Gym classes.

- a. Encourage staff to be creative in warmups and change it along with biweekly lesson plans.
- b. Capture the attention of the kids by asking them key questions when teaching a skill.
- c. Teach staff ways restart/redirect kids to keep them moving maintain focus.
- d. Demonstrate ways to break down each skill step by step.
- e. Post skills on the cabinet to coordinate with biweekly lesson plan.

Improve the Pre gym training for consistency within coaches.

- a. Mentor new coaches and suggest ways on how to maintain class control.
- b. Encourage staff to develop their own coaching style.
- c. Explain the skill progression and give them the charts for reference.
- d. Explain to staff the lesson plan so they understand skill progression.
- e. Give staff suggestions on how to deal with disciplining a child and getting them to stay focused.
- f. Encourage staff to communicate with parents after each class.

Further develop staff training for Pre gym boys.

- a. Work with Carly when assigning coaches to the schedule.
- b. Train new coaches and introduce them to boys' skills.
- c. Develop a list of side stations to keep boys moving.
- d. Suggest ideas to use for building strength (Frisbees, scooters etc.)

Melissa Ferruzza, Recreation Supervisor

Ensure consistency in the quality of the day camp staff and program.

- a. Continue to work to improve staff training, through the addition of new topics and formats to keep staff engaged throughout the process.
- b. Rebuild the site director portion of staff training to ensure that all Site Directors are prepared for the season.

Increase leadership development among Counselors in training.

- a. Work with co-supervisors and site directors to provide C.I. Ts with more training and materials to make them stronger leaders.
- b. Work with site directors to provide more opportunities for C.I. Ts to lead activities.

Continue to expand and improve artistic opportunities.

- a. Work with instructor to introduce unique opportunities for the community to engage with art in various mediums.
- b. Work with instructor to schedule classes during underutilized times in the art room.
- c. Reorganize art room for maximum space/ storage.

Continue to provide a variety of fitness opportunities to community members.

- a. Continue to work with instructors and marketing department to encourage participation in fitness programs.
- b. Review schedule and programs to increase offerings during under-utilized times or days.
- c. Inventory and purchase new equipment as needed (i.e., mobile barre, resistance bands, fitness balls, & free weights)

Expand upon Nature Programming

- a. Work to provide successful learning and recreational opportunities for residents.
- b. Continue to rebuild nature camp opportunities, by utilizing new instructor and locations.

Continue to pursue opportunities for professional development, to grow as a leader in recreation.

- a. Participate in continuing education and training.
- b. Actively participate in SSPRPA, IPRA & community organizations.
- c. Continue to work with SSPRPA Student committee to provide awareness and encourage students to pursue career opportunities in recreation.

Michael Sinkewich, Ice Arena General Manager

Return & surpass the \$475,000 revenue mark for contracted ice slots by May 1st, 2025.

- a. Increase off-season rentals with camps and home team slots.
- b. Look for ways to add BR slots into busy season schedule, including potentially adjusting ice make times and other programming hours.
- c. Work with GFSC to add more events to the rink schedule in partnership with their organization. Offer discounted options for spotlight hours and non-popular open ice slots, as well as discounted options around specific holidays.
- d. Digitally market open ice times and new offerings of discounted ice
- e. Maintain current yearly ice contracts with organizations & explore options to expand and solicit new contracts and new organizations.
- f. Monitor rental fees in comparison to other rinks to continue to be competitive in the market.
- g. Continue to standardize pricing for ice slots among contracts.

Increase Open Skate revenue by 5% to reach at least \$105,000 by May 1st, 2025.

- a. Have Recreation Supervisor work with Ice Arena Manager to incorporate more themed family skate special events on Sundays during Fall/Winter season and market to public.
- b. Add additional Saturday night Open Skate events once or twice a month during busy winter months if slots are available.
- c. Continue success of Friday Night Glow Skates to match past fiscal year participation numbers.
- d. Implement additional out-of-school or holiday week Open Skates and Special Events
- e. Digitally market Open Skate ice times and new events
- f. Increase Friday Night and all Open Skate admission fees beginning Summer 2024
- g. Increase Birthday party rental fees to coincide with Open Skate admission increases.

Complete Ice Arena/Aquatics Facility Improvements & Develop Future Improvement Plans by May 1st, 2025.

- a. Purchase new tables and chairs for rental rooms at rink.
- b. Replace desiccant wheel at Ice Arena
- c. Complete IIAR Audit and meet minimum requirements.
- d. Replace relief valves for ammonia system and fire system.
- e. Install new plastic for dasher board advertisements by end of May 2024
- f. Purchase new rental skates and update/catalogue inventory.

- g. Continue improved use of new DakBoard system, as well as begin utilizing HydroApps fully at both Ice Arena and Pools
- h. Assist in plans for rink updates as part of infrastructure project for Spring 2025
- i. Inventory, purchase, and develop future purchasing plans for rink back-up supplies and upkeep needs (bleacher covers, etc.)
- j. Assist in budgeting and monitoring of expenses for Aquatics.

Restart/Initiate Supplemental Services At Ice Arena By September 2024 To Add Additional Revenue

- a. Promote Sani Sport offering & start selling cleanings.
- b. Purchase upgrades for skate sharpening equipment.
- c. Restart skate sharpening services & update procedures.
- d. Start renting skate aids/looking for sponsors to purchase more.
- e. Begin selling rides on Mammoth for birthday parties and daytime Open Skates

Develop Sponsorship Opportunities for Rink Reopening by May 1st, 2025.

- a. Work with Marketing Department to develop pamphlet/online listing to showcase sponsorship opportunities with new ice, new resurfer, and new dasher board system.
- b. Promote these sponsorship opportunities during infrastructure project Spring 2025

Build Upon Concessions Sales & Generate At Least \$5,500 In Revenue At Ice Arena By May 1st, 2025.

- a. Enter contractual agreement with Fat Tommy's for Summer Outdoor Pool Season
- b. Enter contractual agreement with Fat Tommy's for Fall/Winter Ice Arena Season
- c. Establish Birthday Party Concessions Option at Ice Arena in partnership with Fat Tommy's
- d. Attempt to average \$200 week in revenue during Ice Arena busy season through partnership and promotion.

Continue Education Through Professional Development Opportunities throughout fiscal year 2024-2025.

- a. Obtain a CPO and/or AFO certification.
- b. Continue involvement with SSPRPA/IPRA Facility & DEI Committees
- c. Continue developing CORE Team meetings and plans.
- d. Continue to build on district DEI Committee and set up community input meeting.
- e. Visit NARCE trade show and network/research opportunities for the rink.

Robert Butcher, Facility Supervisor

Fall Seasonal Training

- a. Create the training outline and agenda (August 2024)
- b. Send out possible dates for the meeting to ensure everyone can attend. (September 2024)
- c. Make sure snow blowers are all functioning correctly (October 2024)

Continue to work on Facility Organization

- a. Clean out garage (August 2024)
- b. Clean out Gym Closet (September 2024)
- c. Organize weight room equipment (January 2024)

Staff Safety Training

- a. Safety check on all ladders (August 2024)
- b. Make sure all SDS sheets are updated (October 2024)
- c. Work with Cate on Hydroapps to utilize maintenance checklist (December 2024)

Purchase Floor Scrubber for Gym Side

- a. Have Expert Chemical come demo machine (June 2024)

- b. Schedule Expert Chemical to come train staff how to use machine (July 2024)
- c. Make a schedule for when the floors should be done using the scrubber.

Ronald Badali, Superintendent of Finance

Train Accounting Manager to understand and fulfill their responsibilities in this position.

- a. Complete training on Payables bank reconciliation process.
- b. Include Accounting Manager more in-depth for the audit process with L & A
- c. Complete training on debt issuance and how it affects Capital Projects budget since we will issue new long-term ARB debt in FY'25 in correlation with the new Infrastructure Initiative.

Provide the Park Board with additional financial reporting.

- a. Will create financial reports to provide to the Board on a quarterly or more often cycle to better inform them of financial situation.
- b. Communicate with Park Board members to ensure they understand the financial obligations of the Park District.

Complete Long-Term ARB Debt Issuance

- a. Provide all necessary information on proposed long-term ARB debt issuance to Director, staff, and Board to ensure best decisions are made.
- b. Finance staff will work with Lauterbach & Amen, Speer Financial and Chapman Bond Counsel to properly account and provide necessary documentation for issuance.
- c. Complete execution of ARB debt issuance and establish proper accounting in the coming years for repayment of debt.

Continue to improve management of Admin office staff.

- a. Ensure that work at Admin is accomplished accurately and timely.
- b. Enhance training of staff to help provide the best results for the District and all staff.
- c. Foster positive interaction with Admin staff and keep office completing necessary responsibilities to contribute to the Park District as a whole.

Ruby Pentek, Accounting Manager

For budget Season: Start overage reports in October to get a head start on budget.

- a. Looking over monthly Ops and program reports.
- b. I will identify high expenses to general managers and speak to them regarding them.
- c. I will form a facility report showing expenses that will help guide managers for their budget process and help us determine our final amount.

Learn AP Recon

- a. Having Ron train me on the monthly process on Tyler to learn portions each month.
- b. Taking my own notes in order to understand the process.
- c. Feeling confident to do it on my own and him watching me take the driving seat.

Learn some of Payroll

- a. Watch Lori on payroll weeks work on payroll in order for myself to understand how she goes about it.
- b. Take my own notes on her process.
- c. Have her sit with me and have her let me drive as I go through her packet steps.

Ryan Gory, Superintendent of Parks and Planning

Plan & Oversee Capital Projects

- a. Prepare construction and bidding documents for Memorial Bathhouse Conversion

- b. Prepare construction documents, grant paperwork, and oversee construction of Lawn Manor Pickleball
- c. Prepare construction documents, grant paperwork, and oversee construction at Wolfe Wildlife
- d. Prepare construction documents, grant paperwork, and oversee construction at Oak Meadows
- e. Prepare construction documents, budgets, and scheduling for infrastructure projects.

Digitize Maintenance Department Files

- a. Create updated plats of surveys for every district owned property and store on the server.
- b. Obtain property deeds for each district owned property and store them on the server.
- c. Consolidate P.I.N.s for each district owned property.
- d. Ensure property PINS display correctly and are listed as exempt with the county.
- e. Reclaim property from owners who are encroaching on district property.
- f. Assist in obtaining additional property (103 & Central, Harker, OV)

Professional Development

- a. Become actively involved in SSPRPA & IPRA
- b. Promote a safety culture, ensure staff have tools and resources to safely complete their jobs.
- c. Focus on positive interactions with staff.
- d. Lead lunch and learn or other learning opportunity with staff.

Ryan Graczyk, FLASH Manager

Maintain at least 35% revenue for the FLASH Program for the 2024-2025 fiscal year.

- a. Enter patron and participant billing information and set FLASH schedule correctly at time of registration.
- b. Follow-up on outstanding balances/credit card declines as they happen for FLASH and set deadlines for outstanding balances.
- c. Audit Google Sheets attendance sheets once a month for previous month, to ensure accuracy of child attendance.
- d. Stay up to date on Action for Children monthly attendance certificate submissions, and on processing Action for Children monthly checks.

Look into the merit increase as of 1/1/25 for FLASH staff who have been with the Park District for 3 or more years.

- a. Discuss wage increase idea with Cate and Accounting. The idea is a 50 cent raise on 1/1/25, for employees who have been with OLPD for 3 or more years.
- b. Research how wage increase will impact FLASH 2024-2025 fiscal year budget, and profit margin.
- c. If applicable budget wise and approved by HR, send Payroll Status Forms to FLASH staff who have been with OLPD 3 more years as of 1/1/25.
- d. For staff who cross the 3-year threshold after 1/1/25, increase their hourly rate by 50 cents an hour as well.

Review and Re-Work FLASH Staff and Parent Manuals before 2024-2025 school year.

- a. Both Manuals, other than some small updates from me over the last year, have been largely unchanged. I need to sit down and thoroughly review each Manual.
- b. Research other Park District's Before/After School Parent and Staff manuals to compare and get ideas.

- c. After reading through each Manual respectively and doing research, make additions and corrections to them based on ways to improve the program.
- d. Have this done by 8/9/2024, before the school year starts.

For 2024-2025 School Year, only offer PM FLASH at OLHMS due to staff availability.

- a. Discuss change with Cate prior to implementing it.
- b. Update Summer 2024 brochure, and ensure correct updates are made to Fall 2024 brochure, for change.
- c. Inform FLASH parents who sent their kids to AM FLASH at OLHMS for 2023-2024 that it won't be offered for 2024-2025.
- d. Inform OLHMS principal and office staff of the change.

Shannon Nolan, Pavilion Manager

Find ways to organize some of the paperwork in the facility and behind the front desk.

- a. Organize system of Membership Applications, Rim Rental Forms, etc. from binders to back office to storage.

Continue to maintain my CPRP certification with professional development.

- a. Attend CEU workshops and webinars related to my position.
- b. Attending State Conference for IPRA in January 2025.
- c. Attend Facility Management School.

Work on the Sports Camp transition with new Director and Assistant Director

- a. Oversee the training year between old and new Directors.
- b. Help oversee implementation of procedures to check in and check out campers.
- c. Document and help keep track of how things are done relating the Director and AD positions.

Continue to improve in the role of Facility Manager

- a. Be involved in learning about the behind scenes of the Pavilion.
- b. Continue learning to deal with more issues that come up as a facility manager, including issues with RecTrac.

Create Sports Camp ePACT dashboard and implement it for initial summer.

- a. Work with Delaney and ePACT team to create Sports Camp dashboard.
- b. Attend trainings and learn the system.
- c. Help train Sports Camp staff to implement this first summer.

Shari Wolfe, Maintenance Office Manager

To make sure all playground pieces in all parks have the appropriate warning labels and age-appropriate signage.

- a. Create an inventory spreadsheet of all playground equipment pieces for each park.
- b. Add all required warning label and age signage required for each piece by the manufacturer.
- c. Do an inventory of current stickers on hand.
- d. Work with the Playground Inspector to determine what is needed to bring all pieces of equipment into co.

To create a master calendar of the major timeline for events and preparations for the Maintenance Department

- a. Review past years' events and preparations.
- b. Begin to document major fixed deadlines.
- c. Add all events/preparations to a master calendar.

To create a master calendar for the Park District, along with the Strategic Planning committee

- a. Review past years' events and preparations.
- b. Continue to document major fixed deadlines.
- c. Add all events/preparations to a master calendar in a format that all staff can/will access.

To make sure all important property information is scanned and on the M: drive.

- a. By going through the binders to look for missing property pieces
- b. By scanning information that is found to be missing and add to property files

Todd Mallo, Oak View Manager and Special Recreation Supervisor

To promote Special Recreation Programs among the Oak Lawn Park District, Community, and Schools.

- a. Maintain Special Rec. display cases at Oak View Center
- b. Continue open communication with area residential facilities. (Park Lawn, Garden Center)
- c. To communicate with local schools. (Leisure Education)
- d. To promote the benefits of parks and recreation in all events and publicity.
- e. Update website with new activities that Spec. Rec. department is promoting.
- f. Update Facebook fan page with Special Recreation information, also updated Instagram for all Oak View activities.
- g. Utilizes Checkbox to evaluate programs.

To keep open communication with Special Recreation Athletic Support Association (SRASA) and Volleyball for Charity (VFC) on fund-raising events for promotion.

- a. Attend meetings.
- b. Help with fund-raising in all Special Olympic sports.
- c. Promote Association to parents to be involved.
- d. Assist in Fundraising events.
- e. Make awareness to parents on what SRASA's goals and objectives are.
- f. Assist in Fall Banquet.

Maintain good working relationship with Full-time and Part-time Maintenance staff.

- a. Be involved with day-to-day involvement.
- b. Hire and train any new employees.
- c. Continue to work on making Super grid as correct as we can.

Continue to update & maintain buildings (OV, Dream Center, & Little White)

- a. Signage consistent with other park district buildings.
- b. Change display cases on a regular basis.
- c. Assist in ADA updates.
- d. Schedule Oakview, dream center, little white floors for wax.

Continue professional and administrative involvements.

- a. Continue professional involvement (IPRA, TR-Section, SSPRPA, PDRMA)
- b. Continue to be involved in committees (Facility Managers meetings.)
- c. Start a new Special Recreation Committee at SSPRPA.

Programs/Clubs/Other

- a. Leisure Education programs for Argo High School.
- b. Continue to provide programs for Residents & Coop residents that have been successful in the past.
- c. Continue to be involved in village activities. (Parade, Cops on Top) Bridgeview P.D., Oak Lawn Firefighters
- d. Continue to Evaluate/ change programs to challenge participants.
- e. Open relationship with all clubs and renters.
- f. Host a Coop swim meet with local SRA agencies.

Tracey Gallik, Oak View General Manager

To assist the Director in maintaining relationship with Board members and serve as Recording Secretary for the Board

- a. Respond to Board members in a timely manner.
- b. Organize registrations and reservations for conferences, special events, etc.
- c. Prepare monthly Board meeting information.

To continue to assist with annual legal requirements.

- a. Provide administrative support for: display of budget, prevailing wage, and legal notices.
- b. Serve as OMA and FOIA officer.

To improve theater operation efficiency

- a. Adhere to season timeline in planning productions to budget accordingly.
- b. Set schedule to upgrade equipment systematically.
- c. Solicit more program sponsors.
- d. Increase number of Season Ticket holders.

To provide professional leadership

- a. Encourage teamwork and team building.
- b. Be responsive to staff's needs.
- c. Give staff the freedom to work independently.
- d. Show support by attending major special events and programs that staff have implemented.

To expand existing programs and initiate new special events.

- a. Research trends and offer relevant programs.
- b. Brainstorm with supervisors to add new ideas and expand current ones.
- c. Evaluate current special events and add changes or expand offerings where needed.